

ER-8-4865

**SECRET**

75

**EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF DEFENSE MOBILIZATION**



**BRIEFING  
FOR  
OPERATION ALERT 1956  
(REVISED)**

FEMA review(s) completed.

On file USDA release instructions  
apply.

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ODM

# PREFACE

This document supersedes the "Briefing for Operation Alert 1956" dated June 20, 1956, and contains approved modification and changes based on Comments received from agencies subsequent to the briefing of June 28-29. The previous document will not be recalled, but should be destroyed in the manner provided for by security regulations.

Washington  
July 11, 1956

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Chairman, Federal Deposit Insurance Corporation  
Chairman, Federal Home Loan Bank Board  
Director, Federal Mediation and Conciliation Service  
Chairman, Federal Power Commission  
Chairman, Federal Reserve System  
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Administrator of Veterans Affairs

## INTRODUCTION

1. At the conclusion of Operation Alert 1955, it was decided that Operation Alert 1956 should be a three-way test -- military, civil defense, and government -- including the participation of field and regional organizations.

2. During the fall and winter months an "attack pattern" was developed of sufficient variety and magnitude to fully test our plans and readiness for an attack situation.

3. On April 10, 1956, guidelines were issued containing the common objectives and assumptions for an integrated Exercise, on which all agencies were to prepare for their participation.

4. All participating agencies have (a) examined their war-time functions, particularly those essential to an attack situation; (b) made arrangements for the performance of those functions at emergency relocation sites; (c) developed an operational plan and series of actions appropriate to their essential functions and the situation assumptions for Operation Alert 1956.

5. The purpose of this Document is to acquaint the command and staff levels of Government with the major actions which will need to be taken to meet the assumed situation. Many of the significant steps necessary to implement these major actions are not included. They are contained in the operational plans of the individual agencies. For example, one major governmental action is the Declaration of a Civil Defense Emergency. Stemming from this are the many significant actions comprising the civil defense phase of the Exercise. They are outlined in the Federal Civil Defense Administration "Standards," dated May 1956.

6. On the morning of the last day of the Exercise, July 26, a meeting to summarize the results has been scheduled. All participating agencies will be asked to have representation at this meeting.

7. Reporting requirements are contained in the instructions on inspection and evaluation, distributed to Heads of Agencies on July 2, 1956.

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## ASSUMPTIONS FOR OPERATION OF THE EXERCISE

For purposes of this exercise the Departments and Agencies participating should assume the actions indicated in Part II, PLANNING ASSUMPTIONS, have been taken or will be taken when required or appropriate. Also, it should be assumed that authority exists to take the actions outlined in Part III, PROPOSED ACTIONS, without waiting for any delegation of authority to act. Within this guidance and Part I, SITUATION ASSUMPTIONS, all participants can commence actions peculiar to their wartime powers and responsibilities. Action taken may, of course, be changed by directives issued during the exercise and additional actions will be directed throughout the exercise.

Where possible, considering time and security, the more important Presidential and ODM action documents will be distributed prior to the exercise, but lack of the documents should not be permitted to delay exercise of Department and Agency responsibilities.

On file USDA release instructions apply.

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Part I. Situation Assumptions - Situation Assumptions are positive statements describing a national condition and a condition of the international political and military environment, the existence of which would require immediate and forceful action by the United States and by its Allies. They are not forecasts of future events but describe for the purposes of this exercise a condition which an aggressor could inflict.

1. An aggressor has made a massive attack with atomic weapons on the United States, its territories, possessions and bases overseas, and on its Allies.

2. The first warning of probable attack was announced at 1500Z (11:00 A.M. EDT) July 20, 1956, when the Commander-in-Chief, Continental Air Defense Command called Air Defense Emergency and Air Defense Warning Yellow.

3. CONELRAD and SCATER were implemented at 1505Z (11:05 A.M. EDT) July 20, 1956.

4. The President proclaimed a National Emergency and a Civil Defense Emergency at 1515Z (11:15 A.M. EDT) July 20, 1956.

5. U.S. and Allied air operations have inflicted casualties and damage at least as great as those received. Notwithstanding severe losses of military personnel and materiel, air operations against the enemy are continuing and U.S. and Allied land and naval forces are heavily engaged.

6. The aggressor still has capability to launch additional strategic air attacks and has considerable air power for tactical and air defense operations. The aggressor submarine fleet is active in both the Atlantic and Pacific and serious losses to ocean shipping are being incurred. Intensive psychological warfare has been launched against the U.S. and its Allies. Covert activities and sabotage are being conducted. The aggressor has the capability to employ chemical and bacteriological agents both overtly and covertly, not only against population but also against livestock and crops.

7. The primary targets of the attack overseas, in addition to SAC operating and staging bases and other deployed U.S. forces, are other sources of Allied military strength, ports servicing ocean shipping, overseas signal communications, centers of government and centers of war and war-supporting industry. Damage and casualties have not been assessed but are presumed to be comparable to those suffered by the U.S.

8. The nature of the attack on the United States, its territories and possessions is described in ODM Program Memorandum X-7, Supplement 1, dated April 10, 1956.

NOTES:

CONELRAD - Plan for Control of Electromagnetic Radiations  
SCATER - Plan for Control of Air Traffic and  
Electromagnetic Radiations

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9. Damage Summary

Available plant capacity is D-Day capacity less that which is damaged by blast or unavailable because of radiation. In estimating potential production capacity, account was taken of manpower, transportation, productive capacity, materials, components, and sub-assemblies. Plant and production capacity are in terms of dollar value of shipments. Non-manufacturing industries are in terms of manpower availability.

<u>Industry</u>	----- Months After D-Day -----					
	1		2		3	
	Plant Cap.	Prod. Cap.	Plant Cap.	Prod. Cap.	Plant Cap.	Prod. Cap.
	----- Percent of D-Day -----					
Manufacturing - Total	70	30	80	40	85	50
Ordnance and Accessories	78	10	91	10	94	20
Food and Kindred Products	68	50	78	75	83	75
Tobacco Products	92	50	94	75	94	75
Textile Mill Products	86	50	90	75	91	75
Apparel and Related Products	64	50	68	70	70	70
Lumber and Wood Products	90	50	93	70	94	70
Furniture and Fixtures	74	50	81	65	82	65
Paper and Allied Products	78	50	90	75	94	75
Printing, Publishing & Allied Industries	55	50	62	60	64	60
Chemicals & Allied Products	75	50	85	75	88	75
Petroleum & Coal Products	67	60	82	80	91	85
Rubber Products	79	50	94	75	97	85
Leather & Leather Products	84	50	86	75	87	80
Stone, Clay & Glass Products	81	50	90	75	93	75
Primary Metal Industries	66	20	79	20	91	40
Fabricated Metal Products	70	10	81	10	85	20
Machinery, except Electrical	76	10	85	10	87	20
Electrical Machinery & Equip.	63	10	68	10	73	20
Transportation Equipment	74	10	88	10	90	20
Instruments & Related Products	59	10	70	10	74	20
Miscellaneous Manufacturers	68	10	74	10	79	20
Agriculture	NA	90	NA	90	NA	90
Mining	NA	65	NA	50	NA	40
Construction	NA	40	NA	40	NA	80
Transportation & Public Utilities	NA	50	NA	75	NA	85
Wholesale & Retail Trade	NA	40	NA	30	NA	20
Finance, Insurance & Real Estate	NA	80	NA	80	NA	80
Service and Miscellaneous	NA	50	NA	60	NA	70
Government*	NA	300	NA	300	NA	300

\*Includes emergency civil defense activities, such as evacuation of survivors, decontamination, emergency feeding, and emergency construction and repair.

NA- Not Applicable

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## 10. Casualty Summary (Millions) (FCDA has distributed detailed data)

<u>Blast and Thermal</u>	<u>Fatalities</u>	<u>Injured</u>	<u>Total</u>
Day of the attack	10.0	10.6	20.6
By 7th day after the attack	12.6	8.0	
<u>Radiation</u>			
72 hours after the attack	3.0	1.2	<u>4.2</u>
			24.8

11. Labor Force Casualties (included in total above)

Agriculture	1.5
Manufacturing	4.0
Other	<u>8.0</u>
	13.5

NOTE: These are preliminary estimates based on the attack pattern and distribution of population according to census tracts. They do not reflect the effectiveness of evacuation and other survival measures to be supplied during the Exercise.

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Part II. Planning Assumptions - Planning Assumptions are positive statements adopted as a means of giving direction and consistency to the conduct of this exercise. They are not necessarily actions which would be taken in the described situation nor decisions reflecting assignments of functions and responsibilities.

Governmental actions to be taken during the period of the exercise are those required to be initiated for the following purposes and within the guidance of the planning assumptions:

- a. To provide for human survival and rehabilitation.
  - b. To bring the war to a rapid and satisfactory conclusion.
  - c. To maintain government and its administrative machinery.
1. The United States will declare the existence of war with the aggressor. Allies will be aligned with the United States in the war.
  2. Any action essential to National Security will be taken by the President or by delegation under his constitutional authority, without regard to the existence of specific statutory authority, pending submission to, and approval of, the Congress of requests for authority and necessary appropriations.
  3. The Department of Defense's primary responsibility is the defense of the United States and the conduct of military operations incident thereto. Consistent with that responsibility, the Secretary of Defense will determine the necessary personnel, materiel and facilities within the Department of Defense required for military operations and their support. All other personnel, materiel and facilities under his command will be used in order to render all possible support and assistance to the Federal Civil Defense Administration in emergency relief and rehabilitation, including the control of traffic, maintenance of order, provision of emergency medical, health and sanitation services, essential clearance of debris, detection and removal of weapons hazards, emergency restoration of damaged vital facilities and provision of emergency welfare services. The Department will make claim on the Office of Defense Mobilization for its resource requirements, including military assistance to Allies.
  4. The Federal Civil Defense Administration is responsible for all civil defense, relief and rehabilitation matters. The Administrator, acting in behalf of and under a delegation of emergency constitutional powers from the President, will direct the efforts of the State governors and local government, national relief organizations, and the supporting Federal departments and agencies in (a) providing and distributing emergency food, clothing, shelter, medical care, and cash allowances; (b) maintaining order, sanitary safeguards, fire protection, countermeasures against the hazards of special weapons or unconventional warfare; (c) essential clearance of debris, and restoration of public facilities and utilities basic to the resumption of commerce and industry; and (d) the establishment of programs that will result in the distribution of goods required to meet essential consumer requirements. The Federal

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Civil Defense Administration will make claim on the Office of Defense Mobilization for its resource requirements.

5. The Department of State is responsible for presentation to Office of Defense Mobilization essential non-military resource requirements for foreign areas.

6. The General Services Administration is responsible for presentation to the Office of Defense Mobilization for its resource requirements for the maintenance of the Federal government and its administrative machinery.

7. The Office of Defense Mobilization is responsible for logistical support. The Director, acting in behalf of and under a delegation of emergency constitutional powers from the President, will (a) mobilize resources and direct the production required to meet military requirements as submitted by the Department of Defense, essential civilian requirements as submitted by the Federal Civil Defense Administration, non-military requirements for foreign areas as submitted by the Department of State; (b) direct economic stabilization programs; and (c) in order to accomplish the objectives set forth under (a) and (b) will direct Federal programs for allocation of resources including the adjudication of conflicting claims for manpower, production, energy, fuel, transportation, telecommunications, housing, food and health services.

8. Other existing Federal agencies will exercise full responsibility for emergency actions pending establishment of war organizations.

9. The executive Branch will phase into the wartime organization as soon as possible after the attack, with primary effort being devoted to the activation of those wartime organizations having no nuclei in existing departments or agencies.

10. The National Guard will be federalized.

11. Military assistance to civil authority will be provided in areas where required.

12. The military and others, when necessary, will deliberately accept radiation hazards in order to conduct essential operations.

13. Intelligence and counter-intelligence activities and psychological and unconventional warfare will be intensified.

14. Requisitioning will be employed to the extent required until effective controls can be established.

15. Priority for materials, services and manpower will be assigned to combat forces, to civilian survival operations, to essential supporting industry and to maintenance of government and its administrative machinery.

16. Economic stabilization measures will be undertaken.

17. Instructions for the operation of the Executive Branch Emergency Financial System have been distributed.

18. The Armed Services will implement plans for emergency resupply and reinforcement of United States forces deployed overseas.

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PART III. PROPOSED ACTIONS

The purpose of this Part is to record the major actions which will need to be taken to meet the situation confronting the nation. Part III shows what will be done, by whom prepared and when and by whom executed.

Part III contains the following sections:

- A. Government Readiness
- B. Communications
- C. Economic Stabilization
- D. Food
- E. Health
- F. Housing
- G. Production
- H. Manpower
- I. Materials
- J. Power and Fuels
- K. Transportation

Section A. GOVERNMENT READINESS

- A1. Actions of the President on D-Day.
- A2. Actions of the President as soon as practicable.
- A3. Other General D-Day Actions.
- A4. Other General actions as soon as practicable.
- A5. Continuity of Government.
- A6. Damage Assessment.

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ALERT - III - A

## A. GOVERNMENT READINESS

A1. The President on D-Day will take the following actions:

PROPOSED ACTION	AGENCY RESPONSIBLE FOR PREPARATION
1. Upon announcement of Air Defense Warning Yellow (attack probable), issue proclamations of National Emergency and Civil Defense emergency.	ODM, FCDA, Justice
2. Authorize use of atomic weapons.	DOD
3. Issue proclamation authorizing military assistance to civil authorities and prescribing conditions under which such assistance will be furnished.	DOD, FCDA, ODM Justice
4. Issue Proclamation providing for the utilization of personnel, materials, facilities, and services of Federal agencies during the civil defense emergency for use by FCDA.	FCDA
5. Issue declaration on international situation.	State
6. Report to the people on the state of the nation, military situation, existence of war, internal security and that there exists the possibility of further attacks upon the United States.	White House on information from State, DOD, ODM, BOB
7. Issue call for Congress to convene at relocation site and include in message statement on how interim executive actions are being handled.	White House on information from State DOD, ODM, BOB
8. Issue proclamation giving Secretary of State authority to control entry into and departure from the U.S. of all persons both citizens and aliens including detention of diplomatic and official representatives.	State, Justice
9. Issue a proclamation providing for apprehension and detention of all persons considered dangerous to the national defense and safety of the United States.	Justice
10. Issue a proclamation providing for the control of enemy aliens.	Justice
11. Issue an Executive Order providing for the mobilization of the Nation's resources, delegations to certain Departments and Agencies and authorizing Director of Office of Defense Mobilization to establish War Organizations and assign functions to new and existing agencies.	ODM

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ALERT - III - A

## PROPOSED ACTION

AGENCY RESPONSIBLE  
FOR PREPARATION

- | PROPOSED ACTION   | AGENCY RESPONSIBLE<br>FOR PREPARATION |
|---|---------------------------------------|
| 12. Issue an Executive Order establishing the Office of Censorship, and making delegations to DOD.  | ODM                                   |
| 13. Appoint Director, Office of Censorship.   | ODM                                   |
| 14. Issue an Executive Order activating the Civil Reserve Air Fleet. (III K 8)  | DOD, Commerce                         |
| 15. Issue an Executive Order authorizing FCDA to procure and direct distribution of consumer goods.   | FCDA                                  |
| 16. Issue an Executive Order authorizing relief and rehabilitation.   | FCDA                                  |
| 17. Issue an Executive Order Federalizing U.S. Civil Defense Corps.   | FCDA                                  |
| 18. Issue an Executive Order delegating the authority of the President under sections 305 and 606 of the Communications Act of 1934 to the Director of the Office of Defense Mobilization. (III B2) | ODM                                   |
| 19. Issue an Executive Order extending the period of military service. (III H 3a(2))  | ODM                                   |
| 20. Issue an Executive Order terminating voluntary enlistments. (III H 3d)  | ODM                                   |

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A2. The President on D-Day or as soon as practicable will take the following actions:

PROPOSED ACTION	AGENCY RESPONSIBLE FOR PREPARATION
1. Direct the implementation of the plan for Economic Warfare.	ODM, State, DOD, Agriculture, Treasury, Commerce, Interior
2. Direct the implementation of the plan for Psychological Warfare.	ODM, State, DOD, CIA, USIA, OCB
3. Authorize control over communications with respect to position and movement of ships and aircraft.	DOD
4. Authorize the Secretary of Defense to disapprove employment of certain persons who serve as radio operators aboard vessels.	DOD
5. Issue a proclamation authorizing requisition of privately-owned small craft for military use.	DOD
6. Issue an Executive Order establishing military jurisdiction over the Canal Zone Government.	DOD
7. Direct the use of armed forces to control movement of vessels in territorial waters.	DOD
8. Declare the Commissioned Corps of the Public Health Service to be a military service and prescribe regulations.	HEW
9. Authorize additional agencies to classify documents and issue new Executive Order extending power to all.	Justice
10. Reinstate the Federal Explosive Act of December 26, 1941.	Interior Justice
11. Issue Stabilization Proclamation. (III C 1)	ODM
12. Issue Production Proclamation. (III G 1)	ODM
13. Issue Manpower Proclamation. (III H 1)	ODM
14. Establish war risk insurance for air transport. (III K 7)	ODM
15. Issue an Executive Order authorizing issuance of ship warrants. (III K f)	ODM

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## A3. Other General D-Day Actions:

## PROPOSED ACTION

AGENCY RESPONSIBLE	
PREPARE	ACTION

- |   |                         |                                  |
|---|-------------------------|----------------------------------|
| 1. Establish daily reports to the people.   | White House             | White House                      |
| 2. Request United Nations action.   | State                   | State                            |
| 3. Request clearance for the use of foreign bases and for over-flight privileges.   | DOD                     | State                            |
| 4. Undertake appropriate international political consultations.   | State                   | State                            |
| 5. Issue U.S. export control order.   | Commerce<br>Agriculture | Agriculture<br>Commerce<br>State |
| 6. Direct Collectors of Customs to suspend licenses for exportation and importation of arms, ammunition, and implements of war (with certain exceptions).                               | State                   | State                            |
| 7. Arrange for protection of American citizens and interests abroad.  | State                   | State                            |
| 8. Issue Defense Mobilization Orders establishing the War Communications Administration, War Transport Administration, War Stabilization Administration, and War Health Administration. | ODM                     | ODM                              |
| 9. Issue a press release giving notice of censorship to the public and announcing the application of the voluntary censorship code to public media.                                     | ODM                     | Censorship                       |

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## A4. Other General Actions for D-Day or as soon as practicable:

PROPOSED ACTION	AGENCY RESPONSIBLE	
	PREPARE	ACTION
1. Activate and develop arrangements for international economic cooperation and consult with foreign governments concerning United States economic and financial controls.	State Treasury	State
2. Call meeting of Joint Industrial Mobilization Committee (JIMC) U.S.-Canada, to act upon urgent materials requirements of each country upon the other and to carry out agreed economic mobilization measures.	ODM	ODM
3. Consult with Allied supply authorities to insure flow of essential imports and to initiate preclusive buying, blockading, and Allied export control arrangements to deny the enemy materials produced in neutral countries.	State, including ICA Commerce	State, including ICA, on directive from ODM, Commerce
4. Call Executive Reservists to duty.	All Agencies having Executive Reservists	

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## A5. Continuity of Government (All D-Day Actions):

PROPOSED ACTION	AGENCY RESPONSIBLE	
	PREPARE	ACTION
1. Activate relocation plans at the Seat of Government and elsewhere. (ODM Program Memorandum X-5, Dec. 20, 1955)	ODM	Agencies having essential functions
2. Provide land transportation to and between relocation sites.	GSA	GSA
3. Provide acquisition of space, operation and maintenance, and normal security guarding at relocation sites of other agencies.	GSA	GSA
4. Provide mail service to relocation sites.	Post Office	Post Office
5. Provide air transportation to and between relocation sites.	DOD	DOD
6. Delegate authority to Acting Coordinators to act for Director of ODM within their Regions.	ODM	ODM
7. Activate fully Regional Defense Mobilization Coordinators at their relocation sites.	ODM	ODM
8. Appoint ODM Regional Coordinators.	ODM	ODM

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## A6. Damage Assessment (All D-Day Actions Except As Noted):

PROPOSED ACTION	AGENCY RESPONSIBLE	
	PREPARE	ACTION
1. Establish Damage Assessment Center at High Point and complete regular staffing.	ODM	ODM & Other Mobilization Agencies
2. Activate Civil Defense Damage Assessment Center at FCDA National Headquarters.	FCDA	FCDA
3. Select surviving computer for damage assessment use.	ODM	ODM
4. Obtain damage patterns around each ground zero as determined by post-attack aerial reconnaissance and subsequent detailed interpretations. D / 1	DCE	Air Force
5. Implement procedures for ground monitoring to determine areas contaminated by radio-active fallout.	FCDA	FCDA
6. Make on-the-spot damage surveys and population and manpower census. D / 5	Agriculture Commerce & Labor	Agriculture Commerce & Labor
7. Estimate damage and losses of manpower, and make distribution to resource agencies. D / 5	ODM	ODM & Other Mobilization Agencies

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## B. COMMUNICATIONS

## B1. TELECOMMUNICATIONS

This Section sets forth the initial actions necessary to the continuity of national communications via electromagnetic media during the emergency.

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
1. Activate the relocation sites for the War Communications Administration. (See A5. Continuity of Government)	D-Day	ODM ODM
2. Issue Executive Order delegating the authority of the President under sections 305 and 606 of the Communications Act of 1934, as amended, to the Director, Office of Defense Mobilization, in order that he may take the necessary actions during 30 to 60 day interim period prior to the physical establishment of the War Communications Administration. These actions would include re-allocation of equipment, personnel and circuitry throughout the nation as necessary to the proper prosecution of the war effort. (See A. Government Readiness)	D-Day	ODM President
3. Issue Order to State Governors via FCDA directing that intrastate communications by wire and radio be subject to the same control by the Director, ODM, as interstate communications.	D-Day	ODM ODM(P) FCDA(S)
4. Issue Order directing the Secretary of Defense to use, control, supervise, inspect, or close radio stations and facilities aboard all vessels and certain radio stations in the maritime service.	D-Day	ODM ODM(P) DOD(S)
5. Issue Order directing the Chairman of the FCC to assume executive direction of the Commission activities and directing the FCC to continue to discharge certain responsibilities under the Communications Act of 1934, as amended.	D-Day	ODM ODM(P) FCC(S)

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
6. Issue Order directing the Federal Communications Commission to close Amateur Radio Stations (except the Radio Amateur Civil Emergency Service).	D-Day	ODM ODM(P) FCC(S)
7. Issue Order directing the FCC to invoke on a mandatory basis the present voluntary system of priority use of the public telephone and telegraph systems.	D-Day	ODM ODM(P) FCC(S)
8. Issue Order directing the FCC to invoke on a mandatory basis the present voluntary system for the priority resumption of intercity private line service.	D-Day	ODM ODM(P) FCC(S)
9. Issue Order directing the FCC to execute the existing standby plan for augmenting radio monitoring in the U. S. and Possessions, in order to guard against unauthorized and clandestine transmissions, safeguard COMELRAD provisions and assist in regulating the wartime use of the radio spectrum.	D-Day	ODM ODM(P) FCC(S)
10. Issue Order to all Government agencies directing that assignments of radio frequencies may only be made or modified under authority granted by the Director, Office of Defense Mobilization.	D-Day	ODM ODM
11. Issue Order directing the implementation of Mobilization Plan IX-1 entitled "War Emergency Frequency Usage Plan (10-27,500 kc)."	D-Day	ODM ODM(P) FCC(S) DoS(S) DoD(S) ECOA(S)
12. Issue Order to Government Agencies concerned directing the implementation of Mobilization Plan IX-2 entitled "Limited and War Emergency Frequency Usage Plan (27.5-30,000 Mc)."	D-Day	ODM ODM(P) Govt(S) Users of Radio

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE	ACTION
13. Issue Order directing the activation and implementation of Mobilization Plan IX-3 entitled "Inventory and War Emergency Allocations of non-Government International Radio and Cable Channels,"	D-Day	ODM	ODM
14. Issue Order from the Director, Office of Defense Mobilization, establishing the War Communications Administration. (See A3. Other General D-Day Actions)	D-Day	ODM	ODM(P) WCA(S)
15. Activate the War Communications Administration as follows:	D-Day until completed	ODM	ODM
a) Appoint Administrator and Deputy Administrator.	D-Day	ODM	ODM
b) Issue Order from the Director, ODM, redelegating the powers under Emergency Action 2. to Administrator.		ODM	ODM
c) Transfer all present ODM Telecommunications personnel to the Administrator's staff.		ODM	ODM
d) Activate all Executive Reservists and those specialized individuals selected from Government agencies to staff the WCA. (Executive Reservists leave for relocation site upon attack.)		ODM	WCA
e) Activate as part of field organization an emergency list of selected individuals to cover strategic regional communication areas to act under the authority of the Administrator for the purpose of insuring continuity of war communications in the field.		ODM	WCA
16. Call a meeting as soon as possible of the Telecommunications Advisory Board for the purpose of advising the Director, ODM (or the War Communications Administrator, as the case may be) on matters which will demand a decision depending upon the current emergency situation.	D-Day	ODM	ODM

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## C. ECONOMIC STABILIZATION

(NOTE: Because of the implications of the assumptions gradually becoming applicable or possible in the D-Minus situation, this revised set of tentative plans is stated in relatively broad terms. In the last analysis, any such massive attack would place almost impossible burdens upon any set of specific pre-arranged plans, and it could be argued that summary military rule offers the only hope of salvaging our kind of system. To avoid this conclusion as the basis for attack preparedness in this field, we continue to believe the best plans for this kind of situation should have two broad objectives: (1) creation of more pre-attack awareness of the unprecedented economic consequences likely to result; and (2) reliance upon a general concept which would place the highest kind of priority on the resurrection of our kind of economic and credit structure, through any means available including military support -- this would require that the Federal government by every emergency method at its disposal seek to create an atmosphere of sufficient confidence to support many extemporaneous or planned local and regional activities which might be gradually re-welded into a cohesive national economy. To pursue any other course in a situation where the government presumably could not administer immediate national programs would seem to us to risk a barter, emergency public-feeding society which could only break down eventually and lead to a form of anarchy, rather than to the salvation of our kind of economy. It may be seen, therefore, that the assumptions gradually becoming more relevant in forward planning are also placing orthodox emergency stabilization operations very much in discard -- and that several of the proposals to follow are stated in broad or general terms as what we might try to do tomorrow, in our present state of awareness.)

(1)	(2)	(3)
PROPOSED ACTION	ACTION DATE	AGENCY RESPONSIBLE PREPARE ACTION
<p>1. Issue Proclamation, or statement of national policy, for widest possible circulation by any available means of communication. This statement, preferably by the President, would deal with restoration of our credit and monetary structure, and its effectiveness and scope might substantially influence the survival of our kind of economy. In the simplest and briefest terms, it should contain the following:</p> <p>(a) A statement of the absolute essentiality of rehabilitating our economy in some functioning form and of the need for public support and cooperation, in the interests of our survival and defense;</p>	<p>D-Day plus 1 or as soon as possible</p>	<p>ODM, President Treasury, Federal Reserve, CEA, FCDA, HHFA and others.</p>

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
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(b) A statement that as a matter of national policy the government will underwrite indemnification for war damage, (or that it would be prepared to take the affirmative steps, short of announcing full indemnification, which may be said to represent the present Treasury view), thus attempting to create an atmosphere which would at least temporarily have to substitute for the usual facets of our credit structure; that is, net worth, credit rating and so on as the bases for credit;

(c) A statement that this general policy will be carried out through the virtually immediate issuance of orders designed to:

(i) Provide actual loans to appropriate categories of individuals or organizations;

(ii) Guarantee loans to other individuals or organizations:

SBA

SBA

(iii) Provide for a program of essential income maintenance in the many situations where damage halted industrial operations and individuals or families were left without livelihood;

Labor  
and  
HEWLabor  
and  
HEW

(iv) Declare a moratorium where useful or feasible on the payment of pre-attack obligations, and on many normal financial or commercial transactions not related to survival or defense or otherwise disruptive in the circumstances;

(v) Indicate that supplies of stockpiled currency will be sent wherever needed because of destruction or inaccessibility; and that emergency steps to restore national and Federal Reserve banking systems are being taken;

(d) A statement that the conservation of remaining essential supplies (such as gasoline or food) is vital and that emergency requisitioning

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE	ACTION
or rationing will take priority over all individual needs; and that such operations will be instituted everywhere feasible on a local basis, until Federal operations could take hold.			
2. Announce and issue the actual orders necessary to carry out (1) above; circulate these orders and the original statement as widely as possible, particularly as to those banks and financial institutions which survive; and notify Governors and Civil Defense Directors of their purpose and issuance, requesting maximum support.	D-Day plus 2 and there- after	ODM, Treasury, Federal Reserve, CEA, FDIC FCDA, and HHFA	ODM, Treasury, Federal Reserve, FDIC, FCDA, and HHFA
3. After taking these actions, and after urging maximum local supporting action, commence a continuing spot assessment of their effectiveness. Assuming gradual effectiveness, determine the extent to which orthodox emergency stabilization measures might become relevant, especially in undamaged areas. As they may become appropriate during the initial survival-defense-rehabilitation period, take the following actions:	D-Day plus 10 and there- after	ODM, Federal Reserve, Treasury, CEA, Agri, Commerce, Interior, HHFA, and others	ODM, Federal Reserve, Treasury, CEA, Agri, Commerce, Interior, HHFA, and others
(a) From a "permanent" relocation site, assemble the nucleus personnel, including Executive Reserve, necessary to organize and undertake a Federal stabilization operation (working from an existing roster of "experts," the job of assembling such a group would be undertaken by using radio communications to order the individuals who could be found to stand by for airlift to relocation site).	D-Day plus 5 through 20 and thereafter	ODM	ODM GSA
(b) Using whatever group could be assembled, determine need for orthodox "direct" controls (price-wage-rent) especially in unattacked areas; on that basis, take the following steps more or less simultaneously:			

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE	ACTION
(i) Using the same techniques of physical organization, gradually assemble from other agencies and from non-government sources the personnel likely to be needed to deal with long-term stabilization problem;	D-Day	ODM	ODM
(ii) Issue a simple, one-page freeze order and announce it by any means available; its major purpose would be to <u>express the national intent</u> to try to maintain the status quo in those areas where orthodox inflationary consequences would otherwise result; ask Governors, Mayors, and Civil Defense to administer in simplest terms and grant them authority to make essential exceptions, with military enforcement support where needed;	D-Day plus 4	ODM and FCDA	ODM and FCDA
(iii) Using Post Offices in undamaged or damaged areas as temporary headquarters and working through Regional Coordinators, Governors, and other on-the-scene individuals, commence to build the field organization necessary to administer Federal stabilization operations as reconstruction, defense and restoration of order proceed;	D-Day plus 20 to 40	ODM	ODM
(iv) Issue simple Emergency Rationing Orders as to petroleum, essential food or clothing; these orders will merely establish temporary <u>standards for conservation</u> and will have to be enforced by the National Guard or other military forces;	D-Day	FCDA	FCDA
(v) Make clear to Governors and local Civil Defense people that these actions are being taken on a national basis to supplement and support <u>local activity</u> , the real key to survival; and offer advice and any assistance it is possible to communicate on these kinds of problems.	D-Day plus 2 and there- after	ODM and FCDA	ODM and FCDA

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(1)	(2)	(3)	
PROPOSED ACTION	ACTION DATE	AGENCY RESPONSIBLE PREPARE	ACTION
4. Continue to assess and evaluate the local, regional and national economic situation in order to direct credit, guarantees, currency or specific orders to those points most needing them; and over a period of time, draw together independent and unrelated local and regional activities into a national operation;	D-Day plus 30 and there- after	ODM, Federal Reserve, Treasury, CEA, and other Executive agencies	ODM, Federal Reserve, Treasury, CEA, and other Executive agencies

Meantime, continuing attention will have to be directed to government expenditures and revenue, the financing of survival operations and other fiscal matters placed in jeopardy by an economic disaster on this scale; likewise, materials, production and other preparedness programs may have been dealt a body blow by the initial temporary or general shut-down of our economy, and it will be necessary to direct specific economic measures towards reviving them on a priority basis.

It is wholly possible that some orthodox "indirect" controls will have to operate in some parts of the country--for instance, credit control--while the problem will be just the reverse elsewhere -- that is, making credit available. Finally, tax problems and State and Federal borrowing and fiscal operations can only be treated in the perspective of the situation; even though they pose wholly unprecedented difficulties.

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## D. FOOD

This Section includes all actions required to mobilize agricultural products, including those not processed into edible form, and facilities and services for their production, processing and distribution. Excluded from this Section are products when processed for non-edible use.

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE	(3) ACTION 1/
1. Assess damage to food and food facilities.			
a. Receive and analyze reports from Highpoint covering nature and extent of attack and data on damage and casualties. Determine or verify damage estimates by relating the bombing patterns to available data and maps showing the location of key food facilities and stocks.	D-Day and following.	Agriculture in cooperation with ODM and FCDA.	Agriculture in cooperation with ODM and FCDA.
b. Receive and analyze damage reports from field offices, including damage from fallout and covering particularly damage to farm properties and effect on farm enterprises as a result of elimination of markets.	D + 10 and following.	Agriculture	Agriculture
c. Arrange for damage survey teams and participation in interagency survey teams.	D + 10 and following.	Agriculture. Also cooperation with ODM, DoD, FCDA.	Agriculture. Also cooperation with ODM, DoD, FCDA.
d. Apply information on location and type of bomb bursts to location of production facilities for non-food materials which are necessary for the food program.	D + 5 and following.	Agriculture in cooperation with Commerce and FCDA.	Agriculture in cooperation with Commerce and FCDA.

1/ Pending establishment of wartime organization. In the Department of Agriculture wartime delegations and organization will be activated on D-Day.

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE	ACTION 1/ ACTION 1/
2. Arrange for salvage of CCC-owned stocks and provide incentives to industry for the salvage of commercial stocks wherever possible. Provide for channeling of salvaged stocks to other storage locations.	D / 10 and following.	Agriculture	Agriculture
3. Estimate total effect of attack on relation of food requirements and supplies.			
a. Estimate total supply and requirements for food using latest pre-attack estimates modified to reflect known results of actual attack and indicate problem areas.	D / 5 and following.	Agriculture	Agriculture
b. Request claimants to submit their best estimates of requirements of food and other agricultural products for civilian, industrial, military and foreign uses.	As soon as possible after D-Day.	Agriculture	Agriculture
c. Refine over-all estimates of supply and requirements data as new information is received on damage and from claimants representing military and foreign allies as well as civil defense. and industry.	D / 30 and following.	Agriculture	Agriculture
4. Make necessary food allocation determinations and issue necessary orders to insure maximum availability of existing supplies and to channel supplies into the most essential uses.			
a. Evaluate military and civil defense and other claims for over-all assistance in relation to resources available for essential uses. Approve food assistance in cases where action of Federal Government is necessary.	D / 3 and following.	Agriculture	Agriculture

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1/ Pending establishment of wartime organization. In the Department of Agriculture wartime delegations and organization will be activated on D-Day.

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ALERT III-D

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE	ACTION 1/
b. Issue limited freeze orders as necessary on stocks of food, particularly import items such as sugar, coffee, tea and spice until over-all allocations system accompanied by consumer rationing can be initiated.	D-Day	Agriculture	Agriculture
c. Issue priorities, stock limitation, anti-hoarding orders, and other measures to provide the transition from a stock freeze to orderly distribution.	D / 5 and following.	Agriculture	Agriculture
d. Prepare for longer range food allocation program for installation as soon as sufficiently accurate data can be obtained. Establish an Interdepartmental Advisory Committee on Requirements and Allocations and request appropriate agencies to name representatives.	D / 30 and following.	Agriculture	Agriculture
5. Procure food as necessary in behalf of civil defense and other purposes.			
a. Acquire food by direct purchase or by requisitioning in order to make shipments to States which need outside help or to assist foreign allies.	D / 3	Agriculture	Agriculture
b. Coordinate Government food procurement, including military, to prevent unnecessary competition and poor timing, to insure that essential users get what they need.	D / 10 and following.	Agriculture	Agriculture
c. Prepare for longer range procurement actions such as "set aside orders" designed to supply the military, industry, civilians and our allies and to insure consistency of all Government food procurement with food allocations.	D / 30 and following.	Agriculture in cooperation with ODM and DoD, etc.	Agriculture in cooperation with ODM and DoD, etc.

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1/ Pending establishment of wartime organization. In the Department of Agriculture wartime delegations and organization will be activated on D-Day.

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ALERT III-D

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION 1/	
6. Take steps necessary to maintain essential food production at farm and processing levels.			
a. Publish lists of most essential food commodities.	D / 5	Agriculture	Agriculture
b. Arrange for financial and other assistance to farm enterprises which have been destroyed or cut off from markets as a result of attack to avoid loss of productive capacity.	D / 20 and following.	Agriculture	Agriculture
c. Arrange financial and other assistance for rehabilitation and relocation of damaged food processing facilities which are important to the maintenance of adequate national food supplies.	D / 20 and following.	Agriculture in cooperation with appropriate agencies.	Agriculture in cooperation with appropriate agencies.
d. Establish production goals and necessary production incentives, including price incentives which must not be impeded by a price freeze or other stabilization actions.	D / 30 and following.	Agriculture in cooperation with ODM.	Agriculture in cooperation with ODM.
e. Determine need and take necessary action to maintain or expand production of critical and strategic agricultural commodities.	D / 30 and following.	Agriculture in cooperation with ODM.	Agriculture on certification by ODM.
7. Estimate requirements for non-food materials and facilities needed in support of food production, processing and distribution.			
a. Determine immediate post-attack requirements of essential requisites and services such as petroleum, electric power, transportation and farm machinery and equipment and repair parts utilizing latest pre-attack estimates modified by knowledge of scope of attack and food estimates.	D / 5 and following.	Agriculture	Agriculture

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1/ Pending establishment of wartime organization. In the Department of Agriculture wartime delegations and organization will be activated on D-Day.

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ALERT III-D

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION 1/	
b. Prepare ground work for estimating on longer range basis requirements for such items as farm machinery, fertilizer, pesticides, including plans to allocate where necessary to achieve adjustments in food production and farm stocks.	D / 30 and following.	Agriculture	Agriculture
8. Carry out directly or participate in emergency allocation actions relating to non-food requisites.			
a. Represent to responsible agencies the importance of petroleum, electric energy, farm machinery repair parts, electric power and transportation in maintaining adequate food supplies.	D / 5	Agriculture in cooperation with ODM, Commerce, Interior, ICC.	Agriculture in cooperation with ODM, Commerce, Interior, ICC.
b. Cooperate with responsible agencies in alleviating spot shortages of fuel, power and energy and transportation.	Start on D-Day.	Agriculture in cooperation with ODM, Commerce, Interior, ICC.	Agriculture in cooperation with ODM, Commerce, Interior, ICC.
c. Work with Commerce in expediting solution of component part and raw material supply problems to enable end-product manufacturers to continue production.	D / 15	Agriculture in cooperation with Commerce.	Agriculture in cooperation with Commerce.
9. Estimate requirements for manpower on farms and in food processing and distributing channels, utilizing latest pre-attack estimates modified by knowledge of scope of attack and food estimates.	D / 15 and following.	Agriculture in cooperation with ODM, FCDA and manpower authority.	Agriculture
10. Cooperate with manpower authority in developing adequate program for utilization of manpower following attack.			
1/ Pending establishment of wartime organization. In the Department of Agriculture wartime delegations and organization will be activated on D-Day.			

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ALERT III-D

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE      ACTION 1/	
a. Recommend utilization of evacuees from target cities in carrying on essential farm activities.	D / 7	Agriculture in cooperation with FCDA and Labor.	Agriculture in cooperation with FCDA and Labor.
b. Cooperate in maintaining lists of essential activities and critical occupations as they relate to food production, processing and distribution.	D / 3 and following.	Agriculture in cooperation with ODM, Labor & Commerce.	Agriculture in cooperation with ODM, Labor & Commerce.
c. Cooperate with manpower authority in preparing longer range program which will provide essential manpower to farm and food industries. This includes assistance in classification of registrants, screening ready reserve, etc.	D / 30 and following.	Agriculture in cooperation with ODM, Labor, Selective Service, DoD.	Agriculture in cooperation with ODM, Labor, Selective Service, DoD.

1/ Pending establishment of wartime organization. In the Department of Agriculture wartime delegations and organizations will be activated on D-Day.

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# E. HEALTH

This section includes the major actions required to mobilize and effectively utilize the Nation's health services, facilities and supplies for the physical and mental well-being of the people.

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE	
		PREPARE	ACTION
1. Appoint War Health Administrator to perform functions as follows:	D-Day	ODM	ODM
a. provide general coordination and direction for the mobilization, allocation and use of all health resources; and			
b. direct the activation of a War Health Administration.			
2. Activate Health Staff, on full-time active duty basis at Relocation Site as follows:			
a. Interagency Health Advisory Board to report in emergency session.	D / 10	WHA	WHA
b. Call professional health organizations liaison representatives to full-time duty.	D / 10	WHA	WHA
3. Activate health resources mobilization program at Regional Level.	D-Day	ODM	ODM
a. Health representatives report to duty on staff of each ODM Regional Coordinator to assist on health problems.	D-Day	ODM	ODM
4. Assess damage to health resources for use in making policy determinations on the mobilization and allocation of health resources.	D / 5	ODM* DOD VA HEW FCDA	ODM*

\* Primary Agency

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
<u>5. Health Services</u>		
a. Provide all possible emergency health measures and programs in behalf of the civilian populace; such measures and programs include:	Beginning D-Day	FCDA FCDA
(1) Casualty services and emergency medical care in disaster areas.		
(2) Health and medical care of evacuees in reception centers.		
(3) Emergency public health measures in disaster areas and in areas of concentration of evacuees.		
(4) Maintenance of at least minimum health care and standards in communities throughout the country.		
(5) Intensify surveillance programs to detect outbreaks of communicable disease, including health hazards from use of BW, CW and RW.		
<u>6. Health Facilities</u>		
Activate plans and issue policies to govern the coordination, allocation and use of all health facilities. Such plans and policies would include the determination of the necessity for the common utilization of both civilian and military health facilities and personnel in the treatment of civilian and military patients and the use of special facilities; e.g. sanatoria, etc.	Beginning D-Day	WHA* WHA HEW FCDA VA DOD

\* Primary Agency

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
7. <u>Health Personnel</u>		
Recommend policies governing mobilization, and allocation of professional health personnel in order to provide for expanded requirements of Department of Defense while at the same time supporting civilian defense requirements, including the maintenance of necessary health services in communities.	Beginning D-Day	WHA* HEW FCDA DOD VA  WHA
8. <u>Health Supplies and Equipment</u>		
a. Prepare and recommend policies governing the mobilization, allocation and use of all health supplies and equipment under the jurisdiction of the U.S. Government	Beginning D-Day	WHA* FCDA DOD VA HEW  WHA
b. Secure and evaluate estimates of critical needs and of priorities for new health supplies and equipment.	D / 30	WHA  WHA

\* Primary Agency

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## F. HOUSING

This Section includes major actions required in the housing area as follows: (a) the provision or rehabilitation and maintenance of: (1) stationary and mobile housing, including non-dwelling structures suitable for emergency conversion; and (2) supporting community facilities, such as streets, sewerage systems and water; and (b) urban land use planning for the above purposes.

(1) <u>PROPOSED ACTION</u>	(2) <u>ACTION DATE</u>	(3) <u>AGENCY RESPONSIBLE PREPARE ACTION</u>
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RELOCATION AND RELATED ACTIONS

1. Activate Agency Relocation Centers.	D-Day	HHFA HHFA
2. Determine effect of attack on Agency's personnel and facilities. Ascertain extent to which key positions are filled and field offices are functioning.	D-Day and there-after	HHFA HHFA

ADJUSTMENT OF CURRENT PROGRAMS

3. Terminate or suspend current peacetime programs of Agency.	D-Day	HHFA HHFA
4. Develop and effectuate a coordinated long range plan: a) to curtail operations of present programs; and b) to assure continuity of essential residual functions.	D-Day to D-Day + 30	HHFA, B of B, ODM, CEA Federal Reserve, Treasury HHFA
5. Complete preparation of, and implement budget, organization and staffing plans to provide for the curtailment of present programs and the performance of residual functions.	D-Day to D-Day + 30	HHFA B of B CSC HHFA

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION	
<u>SURVIVAL OPERATIONS</u> 1/			
6. Assess immediate effects of attack to determine emergency housing and community facilities needs and resources.	D-Day and there- after	HHFA ODM FCDA	HHFA ODM FCDA
7. Arrange for the provision of (or provide) all possible Federal aid in support of immediate survival operations. More specifically, <u>upon direction of FCDA</u> to:	D-Day to D-Day + 30	HHFA FCDA	HHFA FCDA
a. Make available for evacuees Agency-owned or controlled housing and related resources, including trailers, land, etc.; b. Assist State and local civil defense organizations in the acquisition of land <u>for</u> , and the construction and management of improvised shelter and basic facilities <u>in</u> emergency reception areas; c. Assist State and local civil defense organizations in determining the capacity of support areas to provide emergency lodging (including the identification of non-dwelling structures) and related essential community facilities (including especially water and sewer systems); d. Assist State and local authorities in the drafting and administration of billeting and other State and local regulations to assure maximum utilization of existing housing resources;			

1/Actions in this category would be taken by Housing and Home Finance Agency, including its constituents, pending establishment of War Housing Administration.

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
e. Assist State and local civil defense organizations in the procurement and distribution of tents, trailers, prefabricated buildings, etc.;		
f. Assist State and local civil defense organizations in obtaining and exercising priority to mobilize and direct manpower resources in performing survival operations described above;		
g. Provide financial aid for survival operations to States in accordance with FCDA policy and procedure.		

INITIATION OF IMMEDIATE POST ATTACK  
RECOVERY ACTIONS

1/

8. Evaluate all available intelligence to determine on a national, regional, State and local basis: a) critical housing and community facilities needs; and b) existing housing and community facilities resources.	D-Day + 5 and there- after	HHFA	HHFA
9. Formulate regulations to provide for the registration, allocation and utilization of existing housing resources.	D-Day + 5	HHFA ODM FCDA	HHFA
10. Formulate regulations to provide for the allocation of tents, trailers and other types of mobile housing.	D-Day + 5	HHFA ODM FCDA	HHFA

1/ Actions in this category would be taken by Housing and Home Finance Agency, including its constituents, pending establishment of War Housing Administration.

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
11. Provide for the distribution of manufacturers' and distributors' inventories of trailers, prefab. units and other forms of mobile housing.	D-Day + 5 and thereafter	HHFA ODM FCDA Commerce HHFA
12. Assist in arranging for the use of hotels, housing projects, and non-dwelling structures to provide temporary lodging for evacuees in critical distress areas.	D-Day + 5 and thereafter	HHFA FCDA HHFA
13. Assist FCDA in determining the interstate movement of evacuees from critical distress areas to areas where lodging accommodations are available.	D-Day + 5 and thereafter	HHFA FCDA HHFA
14. Maintain current estimates of materials and manpower requirements.	D-Day + 5 and thereafter	HHFA ODM FCDA HHFA
15. Make claim for building materials and supplies required: to effect stop-gap repair of damaged structures and related facilities; to manufacture trailers, prefab. units, etc.; to convert non-dwelling structures to temporary lodging use; etc.	D-Day + 5 and thereafter	HHFA ODM FCDA Commerce HHFA FCDA
16. Cooperate with manpower authorities to assure availability of workers to carry out essential tasks during this period.	D-Day + 5 and thereafter	HHFA FCDA ODM Labor HHFA FCDA Labor

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(1)	(2)	(3)	
PROPOSED ACTION	ACTION DATE	AGENCY RESPONSIBLE	
		PREPARE	ACTION
<u>DEVELOPMENT OF LONG TERM REHABILITATION PROGRAMS</u>	<u>1/</u>		
17. Participate in government-wide determinations concerning the urgency and feasibility of: a) rehabilitating attacked areas; b) constructing facilities (industry, utilities, public works, housing, etc.) in the vicinity of attacked areas; and c) providing for the expansion of existing communities or the development of new communities.	D-Day + 30 and thereafter	ODM FCDA Commerce HHFA Labor HEW and others	ODM FCDA Commerce HHFA Labor HEW and others
18. Complete the preparation of plans - including the drafting of appropriate legislation - for the initiation of programs with the following long-term objectives:	D-Day + 30	HHFA ODM FCDA and others	HHFA ODM FCDA
a. To provide technical and financial assistance to State, Regional and local public agencies for the planning and reuse of devastated areas;		SBA	SBA
b. To provide technical and financial assistance to State, Regional and local public agencies for the planning, acquisition and development of new and expanded communities;			
c. To regulate the construction of privately-financed new housing in order to encourage the channeling of such housing into areas of critical need, and to limit privately-financed construction			
<u>1/</u> Actions in this category would be taken by Housing and Home Finance Agency, including its constituents, pending establishment of War Housing Administration.			

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
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of new housing not meeting  
this criterion;

- d. To provide for the restoration of damaged residential structures in critical restoration areas;
- e. To provide for the public construction and management of housing projects in new or expanded communities or in critical restoration areas - such programs to be carried out either as direct Federal undertakings or through financial and technical assistance to State and local public bodies;
- f. To provide for the planning and construction of needed community facilities in new or expanded communities;
- g. To provide technical and financial assistance to State and local public agencies in the repair and reconstruction of damaged community facilities;
- h. To insure the availability of adequate financing for all types of privately-financed essential housing construction.

ACTIVATION OF WAR HOUSING  
ADMINISTRATION

1/

19. Issue ODM Order  
establishing War Housing  
Administration.

As deter-  
mined by  
ODM

HHFA

ODM

- 1/ Actions in this category would be taken by Housing and Home Finance Agency, including its constituents, pending establishment of War Housing Administration.

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE      ACTION
20. Appoint WHA Administrator.	As deter- mined by ODM	ODM              ODM
21. Appoint WHA Office heads and other principal staff.	As deter- mined by ODM	WHA              WHA
22. Submit budget program for presentation to Congress.	D-Day + 30	HHFA              WHA
23. Complete development of a) detailed WHA organi- zation plan; and b) plan for orderly transfer of key personnel from HHFA to WHA, both in Central Office and field.	D-Day + 30	HHFA              HHFA

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## G. PRODUCTION

This Section includes all actions required to mobilize facilities and services to convert materials by fabrication and manufacturing into required components and end-items.

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE	(3) ACTION
1. Broadcast a Presidential Proclamation including the following points dealing with production:	D-Day	ODM	President
a. Direct employers in all undamaged areas, and in damaged areas where possible, to provide immediate work for their employees. Pledge the Federal Government to make restitution for resulting losses to employers in the course of complying with this directive. Direct all employees to return to their usual places of employment as soon as civil defense authorities have declared areas safe for civilian populations. Direct employees to continue in their usual jobs and activities until directed to more important work.			
b. Set forth the most urgent and immediate requirements to be fulfilled from surviving resources.			
(1) Relief, rehabilitation and survival of the civilian populations of damaged areas.			
(2) Most urgent military supplies and equipment needed for retaliation and defense against future attacks and immediate emergency operations of the armed forces.			
(3) Maintenance of emergency operation of essential services - transportation, communications, electric power, fuels, water and sewerage, hospital and health services, and food processing, storage and distribution.			

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
(h) Production of selected items critically needed for survival of the civilian population.		
(i) Maintenance of the Federal Government and its administrative machinery.		
c. Announce that the Director of ODM has been delegated the responsibility for mobilizing resources and that instructions to government officials, industry and the public will be issued promptly.		
d. Prohibit the accumulation of any industrial material or product in excess of the reasonable post-attack demands of business, personal or home consumption, and announce that the Federal Government will requisition private property wherever this becomes necessary for survival and national security.		
e. Announce that all Federal Government reserve stocks, suitable for the purpose, will be made available for relief and survival of the civilian population except such stocks that are immediately needed for most urgent government activities.		
f. Prioritize the following most urgent and immediate requirements preference over other less urgent requirements for surviving industrial resources.	E-Day	ODM Commerce ECDA DoD Agriculture Interior AEW
g. Production of a limited selection of items that will be critically needed for survival of the civilian population.		Commerce Commerce
h. Procurement and production of military items of immediate essentiality for survival or retaliation and the construction of facilities urgently needed for immediate military operations.		Commerce DoD Commerce DoD

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE	ACTION
c. Procurement and production of supplies and equipment needed to maintain Atomic Energy Commission operations and to restore damaged facilities to meet requirements for the production of atomic weapons.		Commerce	Commerce AEC
d. Procurement and production of equipment and supplies needed to maintain immediate emergency operations of essential services - transportation, communications, electric power, fuels, water and sewerage, hospital and health services, and processing, storage and distribution of food.		Commerce	Commerce
e. Maintenance of the Federal Government and its administrative machinery.			
3. Provide field expediting assistance to local civil defense officials, persons performing essential services, and producers of critical items and their sub-suppliers in finding sources of supply and arranging for deliveries of industrial materials and products to satisfy emergency rated orders. This assistance will also be given to industry producing on urgent military and atomic energy orders.	D-Day Plus 4 Days	Commerce	Commerce
4. Release materials from the national stockpile where necessary to carry out most urgent production.	D-Day	ODM Commerce GSA	GSA
5. Request the claimant agencies to develop as soon as possible quantitative estimates of industrial materials and products most urgently needed to meet the more immediate objectives of their respective programs. Requirements will be submitted through ODM to Commerce.	D-Day Plus 30 Days and there- after	ODM Commerce	ODM FCDA DoD AEC State Agric. Interior GSA
6. Request the Department of Commerce to determine, as soon as information can be obtained, surviving production capabilities to meet claimant agency requirements and recommend measures for overcoming deficiencies - expansion of production, restoration, conversion and construction of facilities, etc.	D-Day Plus 30 Days and there- after	ODM SBA	Commerce SBA

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ALERT-III-H

## H. MANPOWER

This Section includes all actions required to mobilize the resources and energies contributed by men, women and children, without regard to the purpose to which these energies are directed.

(1)	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
PROPOSED ACTION		
1. Provide manpower to restore order and for survival operations.		
a. Issue a Proclamation which will include:	D-Day	ODM(with assistance of DoL, FCDA) President
(1) Call upon all workers not required for relief and rehabilitation work to return as quickly as possible to their normal employment when requested to do so by local representatives of the Government.		
(2) Call upon management and labor in all areas to render jointly all assistance possible during the emergency; and to offer their skills, facilities, and equipment for civil defense and rehabilitation work.		
(3) Inform people that he has directed the Director of ODM to provide general policy direction and control to the mobilization of civilian manpower.		
b. Issue special calls for individuals qualified in selected categories of occupations necessary for survival operations, rehabilitation activities and essential production to register with USES.	D-Day and thereafter	DoL DoL
c. Invoke provisions of Section 303(f) of FCD Act placing emergency workers in Federal employment status in order to provide wages and the protection of employees compensation laws.	D-Day and	FCDA FCDA

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ALERT-III-H

## H. MANPOWER

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION	
d. Order into the active Federal Service all elements of the National Guard and direct the Secy. of Defense to order those elements of the National Guard not required for immediate military missions to perform civil defense and rehabilitation duties under the direction of State Governors.	D-Day	ODM, DoD	President
(Section on Military Assistance to Civil Authority included in Section III-A)			
2. Reorganize & redistribute the civilian labor force.			
a. Mobilize and allocate manpower trained in health occupations to areas of greatest need, consistent with requirements for the support of military operations.	Begin- ning D-Day	ODM, FCDA, HEW, DoD	ODM DoL
b. Establish on an emergency basis local labor-management committees to assume leadership in the community in assisting USES to organize and channel manpower to most urgent activities.	Begin- ning D-Day	ODM, DoL	DoL
c. Identify and locate scientific manpower needed immediately for countermeasures development and rehabilitation of critical weapons and facilities and channel to points of greatest need.	Begin- ning D-Day	ODM, NSF, DoL	NSF, DoL
d. Organize & equip local & mobile task forces containing skills for high priority production and rehabilitation.	D/1 & there- after	DoL, FCDA	DoL
e. Estimate remaining manpower 14 years of age and older using damage assessment techniques and field reports.	D/10 & there- after	ODM, DoL	DoL

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ALERT-III-H

## H. MANPOWER

(1)	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
PROPOSED ACTION		
f. Provide production, military & civil defense authorities with estimates of manpower characteristics by occupation, industry & location; assist in determining the feasibility and desirability of military manpower mobilization, production, housing and rehabilitation decisions.	D/15 & there-after	ODM, DoL ODM, DoL
g. Bring in manpower from Canada and Mexico as required and feasible to assist in rehabilitation activities.	D/10 & there-after	ODM, DoL, DoS DoL
h. Provide housing, transportation and community facilities and services at Government expense to workers required for urgent activities.	D-Day & there-after	FCDA, HEW, HHFA HHFA
i. Establish manpower programs to mobilize the civilian labor force, including programs for:	D-Day	DoL DoL
(1) Establishment of statutory labor-management manpower committees.		
(2) Establishment of employment ceilings.		
(3) Limiting employment opportunities which workers are authorized to accept to activities of high priority.		
(4) Requesting DoD to enforce decisions made by appropriate civilian officials to move personnel only when requests for voluntary action have been turned down.		
(5) Providing for (a) financial and other help not otherwise available for training persons engaged in or needed to fill jobs in essential production; (b) travel and settlement allowances not otherwise available to persons taking distant employment in essential production; (c) protection to the extent possible of re-employment rights of workers who accept or are required to transfer to emergency assignments.		

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ALERT-III-H

## H. MANPOWER

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE	(3) ACTION
(6) Establishment of machinery for compliance and appeals.			
3. Mobilization of the Armed Forces.			
a. Issue a Proclamation which will (1) provide necessary authority for immediate mobilization of the Armed Forces, and (2) request the Congress to enact confirming legislation as soon as it is able to function. The Proclamation will:			
(1) Increase authorized strength of the armed forces beyond present statutory limit of 5 million.	D/1	DoD	President
(2) Extend period of military service to duration plus 6 months and remove restrictions upon the territorial use of members and units of the armed forces.	D-Day	DoD	President
(3) Extend liability for registration and performance of military service to all men 18 to 45 years of age.	D/1	SSS	President
(4) Provide authority for involuntary call to active duty of reserves.	D/1	DoD	President
(5) Terminate exemptions of veterans from military service (who are not members of the reserves).	D/1	SSS	President
b. Terminate deferments granted to fathers prior to August 25, 1953.	D/1	SSS	President
c. Terminate for an indefinite period of time deferment of students and apprentices.	D/1	SSS	President
d. Terminate voluntary recruiting of male personnel by the armed forces (men desiring to volunteer may do so through SSS).	D-Day	SSS, ODM	President

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ALERT-III-H

## H. MANPOWER

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
e. Issue general guidance to field commanders on the ordering of reserve forces to federal active duty, and ordering reserves to federal active duty to meet requirements of military operations and military support of civil authority.	D-Day and thereafter	DoD and Military Departments. DoD
f. Issue policies relative to the size, timing and distribution of Selective Service calls.	D/1	ODM, DoD, SSS ODM
g. Authorize field commanders to augment active forces, including the federalized National Guard (ordered to federal active duty) and their reserve forces ordered to federal active duty, as required by direct negotiation with Selective Service officials at State and local levels.	D-Day	DoD, SSS SSS, DoD
h. Promulgate Lists of Critical Occupations and Essential Activities, including those of civil defense and Government operations.	D/1	DoL, DoC DoL, DoC
i. Approve initial allocation of manpower resources including interim size of armed forces, based on a post-attack re-assessment of military and civilian requirements.	D/30	ODM, DoD President
4. Establish wartime manpower organization.		
a. Re-delegate authority and issue policy for guidance of the Secy. of Labor in mobilizing civilian manpower.	D-Day	ODM ODM
b. Delegate to appropriate agencies authority to perform specific manpower functions subject to the direction and coordination of the Secy. of Labor.	D-Day	ODM ODM
c. Bring all State Employment Services into an integrated national system.	D-Day	ODM, DoL President

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ALERT-III-H

## H. MANPOWER

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE      ACTION
d. Create a War Manpower Policy Board under the Chairmanship of the Secy. of Labor.	D-Day	ODM, DoL      ODM
e. Convene National Labor-Management Manpower Policy Committee, under the Chairmanship of the Secy. of Labor and authorize establishment of State and Area Labor-Management Manpower Committees.	D-Day or as soon as pos- sible.	ODM      DoL

(Direction to Secretary of Labor to mobilize civilian manpower, call of Manpower Executive Reserves, and creation of War Manpower Administration, contained in Section III-A)

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ALERT-III-I

## I. MATERIALS

This Section includes those major actions required to provide an adequate (or as nearly so as feasible) supply of raw materials and scrap (except fissionable materials and fuels) and the facilities and services required for their processing, reprocessing, and refining, excluding fabrication and distribution, to meet the requirements during the emergency.

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION	
1. Issue Emergency Basic Materials Procurement Regulation. This regulation guarantees that the government will buy essential materials (listed in the regulation) produced in the first 3 months after the attack that cannot otherwise be disposed of, thus assuring continued production of needed materials when normal markets are disrupted.	D-Day Plus	ODM	GSA on ODM directive
2. Ascertain the U. S. materials supply position by determining condition and potential production of major materials producing facilities in U. S. and in strategically accessible countries, including:  a. Facilities in operation; b. Facilities damaged, extent thereof, and requirements for repairs; c. Facilities completely knocked out; d. Status of materials inventories in the hands of industry;  and then recommend to ODM needed programs in accordance with Item 3. below.	D-Day Plus	Interior Agriculture Commerce	Interior Agriculture Commerce
3. Direct the continuation of production and acceleration of supply of:  a. Lumber and plywood.  b. Biologicals (including serums and vaccines), pharmaceuticals and essential drugs.	D-Day Plus	ODM	ODM with delegate agencies as noted below  Commerce Commerce*  Commerce Commerce* with aid of HEW

\* To recommend programs to ODM.

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(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE	(3) AGENCY RESPONSIBLE ACTION
c. Radiological shielding materials and getters.		Interior Commerce	Interior* Commerce*
d. Decontaminating chemicals and preparations.		Commerce	Commerce*
e. Other materials as damage assessment may indicate.		As delegated	As delegated
4. Insure that delegate agencies adequately represent the needs of the materials producing industries for:  a. Power and fuel; b. Construction, maintenance, repair and operating supplies; c. Machinery; d. Transportation services; and e. Essential manpower.	D-Day Plus	ODM	ODM
5. Direct as necessary flow of raw materials in process of being smelted, refined, or in other stages of treatment (such as manganese ore to ferro producers, copper ore to smelters, etc.) to insure movement to essential production where normal flow is disrupted for any reason, as for example, by sabotage stoppages.	D-Day Plus	Interior Commerce Agriculture	Interior Commerce Agriculture
6. Determine availability of stockpile materials.	D-Day Plus	GSA ODM	GSA ODM
7. Advise Stabilization authorities of items that should be exempted from general price freeze order and develop joint programs with Stabilization authorities where needed to prevent loss of materials supplies which may result from Stabilization plans - especially in the case of imported materials which are freely traded in world commodity markets.			

\* To recommend programs to ODM.

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(1)	(2) ACTION DATE	(3)	
PROPOSED ACTION		AGENCY RESPONSIBLE PREPARE	ACTION
8. Provide staff assistance, and make recommendations, as required			
a. By Joint U.S.-Canadian Industrial Mobilization Committee.	D-Day Plus	Interior Commerce	ODM
b. In U.S. discussions with allied supply authorities.	D-Day Plus	Interior Commerce Agriculture	ODM
c. In establishing export control orders.	D-Day Plus	Interior Commerce Agriculture	ODM
d. In preclusive buying and other actions taken to deny materials to the enemy.	D-Day Plus	Interior Commerce Agriculture	ODM

(NOTE: The above is a summary of separate action steps included in the Government Readiness Section.)

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ALERT-III-J

## J. POWER AND FUELS

This Section includes the major actions required to insure that (a) materials used to produce heat or power by combustion and (b) facilities, services, and resources required to generate, transmit, distribute, and utilize electric energy from all sources will be available during the emergency.

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION	
1. Upon evaluation of assessment of damage to electric generating and transmission facilities issue orders to electric utilities for immediate interconnection and coordination of facilities.	D-Day	Interior FPC	FPC
2. Advise utilities and fuels producers of purpose and intent of emergency use of priorities and assist them in filling emergency requirements needed to maintain supplies of fuels and power service.	D-Day Plus 7 Days	Interior	Interior
3. Assist DoD and FCDA in seeing that available power and fuel supplies are channeled to designated emergency uses and that any surpluses are rationed as FCDA directs.	D-Day Plus 7 Days	Interior	Interior
4. Work with utilities and fuels producers in the exchange of working materials and equipment and personnel to best meet the emergency needs prior to resumption of flow of these things in a more normal manner.	D-Day Plus 7 Days	Interior	Interior
5. Issue orders to utilities and fuels producers directing their services and products to the most urgent priority requirements of the military, industry, and essential civilian needs.	D-Day Plus 30 Days and thereafter	Interior	Interior
6. Request claimant agencies (including Interior with respect to power and fuels) to develop as soon as possible quantitative estimates of industrial materials and products most urgently needed to meet the more immediate objectives of their programs.	D-Day Plus 30 Days and thereafter	ODM	ODM

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ALERT-III-J

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
7. Request Interior to determine, as soon as information can be obtained, surviving capabilities to meet claimant agency requirements for power and fuels and recommend measures for overcoming deficiencies - restoration, conversion, new construction, etc.	D-Day Plus 30 Days and .. thereafter	ODM Interior

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ALERT-III-K

## K. TRANSPORTATION

This Section includes actions required to mobilize all facilities and services required for transport and storage.

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION	
1. Issue a Defense Mobilization Order establishing War Transport Administration. (See Government Readiness item A3.8).	D-Day +	ODM	ODM
2. Appoint War Transport Administration Administrator.	D-Day +	ODM	ODM
3. Appoint at once transportation officers for each region and provide transportation managers at each major traffic gateway within the region.	D-Day	ODM Commerce ICC	ICC
4. Delegate to regional transportation officers all authority reposing in the Commissioner-in-Charge of the Bureau of Safety and Service.	D-Day	ICC	ICC
5. Place under the authority of regional transportation officers all field service personnel of the Interstate Commerce Commission within their respective regions, and using as reserve assistants, the staff of district offices of the Car Service Division, Association of American Railroads.	D-Day	ICC	ICC
6. Authorize the regional transportation officers to apply the stand-by priorities directive with respect to all domestic surface transportation and to assume control of all traffic movement upon the surface transportation systems of national interest within their respective regions, granting stand-by authority to depart from peacetime procedures as follows:	D-Day	ICC FCDA DOD Agri- culture	ICC
a. Authorize any motor carrier of persons and/or property to serve destinations regardless of certificate or permit restrictions;			
b. authorize the disposal by carriers of undeliverable shipments;			

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ALERT-III-K

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
c. authorize the rerouting of traffic by any carrier unable to transport traffic over any portion of its system;		
d. establish a system for inventory and disposition of shipments of food and medical supplies requisitioned by the government and in possession of rail and/or for-hire motor carriers;		
e. control freight shipments to or within port or storage areas.		
7. Extend war risk insurance system for air transport, including the revolving funds required in its administration, and extend marine war risk coverage to vessels not now covered. (See Government Readiness item A2.14).	D-Day	ODM Commerce      Presi- dent
8. By executive order, activate the Civil Reserve Air Fleet, and make available to MATS the necessary CRAF units in accordance with <u>approved Emergency War Plans, allocations of aircraft, and contracts with airline managements.</u> (See Government Readiness item A1.14).	D-Day	ODM Commerce      Presi- dent
9. Activate the War Air Service Pattern, reassigning the civil aircraft remaining after withdrawal of CRAF planes.	D-Day	Commerce CAB              CAB
10. As an interim measure to avoid breakdown of airways services, <u>Civil Reserve Air Fleet and War Air Service Pattern,</u> recommend deferral of drafting and of call-up of reserve personnel of Civil Aeronautics Administration and of civil airlines.	D-Day	Commerce      Com- merce
11. Activate the Air Priorities System for the control of movements over the civil air services and available military surplus space.	D-Day +	Commerce DOD              Com- merce DOD

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ALERT-III-K

(1) PROPOSED ACTION	(2) ACTION DATE	(3) AGENCY RESPONSIBLE PREPARE ACTION
12. As an interim measure, act as claimant for spare parts, materials, and fuel until establishment of claimancy divisions of War Transport Administration.	D-Day	Commerce Commerce
13. Activate the National Emergency Defense Airlift Plan to make available non-transport aircraft to FCDA for emergency airlift.	D-Day	FCDA Commerce FCDA
14. Issue directions controlling movement of merchant shipping, in accordance with security considerations, requirements, position of vessels, and established areas of authority.	D-Day	Commerce Commerce Navy
15. Activate the port utilization interim operating authority as provided in approved plan and appoint port control officers in each of the major ports.	D-Day	ODM Inter-agency Committee on Port Utilization ICC
16. Activate the Ships' Destination Room and provide suitable communications with the Office of Chief of Naval Operations.	D + 20	Commerce Commerce
17. Freeze the use of port facilities by restrictions upon their transfer, change in use or terms covering their utilization, except as provided in approved mobilization plans, pending further allocation by the interim operating authority or Port Controller.	D-Day	Inter-agency Committee on Port Utilization ODM ICC
18. Activate the reserve fleet and execute general agency agreements with steamship companies for vessel operation.	D + 10	Commerce Commerce
19. Put into effect orders for the control of domestic surface transportation granting preference and priority for the D-Day transportation by carriers of United States military personnel, accredited civil defense workers, United States mail and other essential travel.	D-Day	ICC ICC

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ALERT-III-K

(1)	(2)	(3)	AGENCY RESPONSIBLE	
PROPOSED ACTION	ACTION DATE	PREPARE	ACTION	
20. Put into effect directives to regional transportation officers to establish priority for railroad clearance and restoration of main running lines, working in conjunction with adjacent regions, and to marshall all available equipment and materials without regard to ownership for this task, and as soon as over-all damage and requirement assessments permit, authorize restoration on a top priorities basis, rail lines of national importance, clearance of waterways as post-attack requirements indicate, and arrange for temporary bridging of streams to restore most essential highway routes.	D-Day +	ICC Commerce	ICC Commerce	
21. Institute priorities for the lift of import cargoes in order to mop up critical materials from foreign sources.	D + 10	ODM ICA Commerce	Commerce	
22. Ready the Merchant Marine by:				
a. Strengthening security measure aboard ship and at all operating facilities;	D-Day	Commerce	Commerce	
b. transferring ships to Navy for conversion to auxiliaries;	D + 10	Commerce	Commerce	
c. undertaking necessary arming of merchant ships;	D + 10	Commerce DOD	Commerce DOD	
d. establishing recruitment program and enlarging training program for the manning of increased merchant ship tonnage;	D + 10	Manpower Commerce	Manpower Commerce	
e. requisition, charter, and purchase privately-owned ship tonnage;	D + 10	Commerce	Commerce	
f. issuance of ship warrants for the control of allied and neutral shipping when necessary. (See Government Readiness item A2.15).	D + 10	Commerce	President	

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